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**ENTREPRENEURIAL COMPETENCIES AND SMALL
FIRM PERFORMANCE: THE MEDIATING EFFECT OF
DYNAMIC CAPABILITIES**

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UUM
Universiti Utara Malaysia

**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
May, 2018**

ENTREPRENEURIAL COMPETENCIES AND SMALL FIRM PERFORMANCE: THE MEDIATING EFFECT OF DYNAMIC CAPABILITIES

By

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**Thesis Submitted to
School of Business Management,
Universiti Utara Malaysia,
In Fulfillment of the Requirement for the Degree of Doctor of Philosophy**

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ABSTRACT

Small firm, an effective tool for employment generation and economic development, has gained the attention of practitioners, governments and academicians across the world. The performance of small firm depends on various factors such as entrepreneurial competencies and dynamic capabilities. Although the literature confirms the significant effect of entrepreneurial competencies and dynamic capabilities on firm performance, however, there is still a lack of studies on how dynamic capabilities integrate, reconfigure and coordinate intangible resources to determine small firm performance. This study examines the nature of the relationship that exists between entrepreneurial competencies and small firm performance in the surgical instruments manufacturing sub-sector of Pakistan. The study, then, examines the second main objective, the mediating role of dynamic capabilities on the relationship between entrepreneurial competencies and small firm performance. Data were collected from the small firms of the surgical sector, which are members of the surgical instruments manufacturers association of Pakistan (SIMAP). Cross-sectional survey was employed where questionnaires were personally-administered to collect data from the entrepreneurs/owners-managers of small firms. The study adopted simple random sampling and 296 usable data were gathered to determine 37 direct and indirect hypotheses developed to address the research objectives. The Partial Least Squares Structural Equation Modelling (PLS-SEM) was used to analyze the data. Generally, the results support the view that the dimensions of entrepreneurial competencies and dynamic capabilities effectively foster small firm performance. The findings also reveal that dynamic capabilities as significant mediator on the relationship between entrepreneurial competencies and small firm performance. The findings have value for Pakistan as this sub-sector contributes significantly to the national economy and similar studies are generally scarce. Moreover, the study suggests for the use of the research framework for future works that lead to strategic planning that shall improve the underperforming of small surgical instruments manufacturing firms in Pakistan.

Keywords: entrepreneurial competencies, dynamic capabilities, small firm performance, Pakistan

ABSTRAK

Firma kecil yang merupakan alat yang berkesan untuk penjana pekerjaan dan pembangunan ekonomi telah mendapat perhatian pengamal, pihak kerajaan, dan ahli akademik di seluruh dunia. Prestasi firma kecil bergantung kepada pelbagai faktor, termasuklah kecekapan keusahawanan dan keupayaan dinamik. Walaupun sorotan kajian mengesahkan kesan signifikan kecekapan keusahawanan dan keupayaan dinamik terhadap prestasi firma kecil, namun masih kurang kajian yang meneliti cara keupayaan dinamik mengintegrasikan, menyusun semula dan menyelaraskan sumber tidak ketara untuk menentukan peningkatan prestasi firma kecil. Kajian ini bertujuan menyelidik sifat hubungan yang wujud di antara kecekapan keusahawanan dengan prestasi firma kecil dalam subsektor perusahaan alat pembedahan di Pakistan. Kajian ini selanjutnya meneliti peranan perantara keupayaan dinamik terhadap hubungan di antara kecekapan keusahawanan dengan prestasi firma kecil. Data dikutip daripada firma kecil sektor pembedahan yang merupakan ahli persatuan perusahaan alat bedah Pakistan (SIMAP). Kajian keratan rentas melalui soal selidik yang diagihkan secara peribadi telah digunakan untuk mengumpul data daripada pengusaha/pemilik yang juga pengurus firma kecil tersebut. Kajian ini menggunakan persampelan rawak mudah dengan sejumlah 296 data boleh guna diupayakan untuk menentukan 37 hipotesis langsung dan tidak langsung yang dibangunkan bagi mencapai objektif penyelidikan. Pemodelan Persamaan Terkecil Separa Berstruktur (PLS-SEM) digunakan untuk menganalisis data. Secara amnya, dapatan kajian menyokong pandangan bahawa dimensi kecekapan keusahawanan dan keupayaan dinamik merangsang prestasi firma kecil secara berkesan. Dapatan kajian membuktikan bahawa keupayaan dinamik dianggap sebagai pengantara penting dalam hubungan di antara kecekapan keusahawanan dengan prestasi firma kecil. Hasil kajian ini sangat bernilai untuk Pakistan kerana subsektor ini menyumbang secara signifikan kepada ekonomi negara. Selain itu, kajian dalam bidang seumpama ini agak terbatas. Kajian ini juga turut mencadangkan penggunaan kerangka kajian untuk kajian pada masa hadapan yang boleh menghasilkan pelan strategik yang berupaya meningkatkan prestasi firma kecil dalam perusahaan alat bedah di Pakistan.

Kata kunci: kecekapan keusahawanan, keupayaan dinamik, prestasi firma kecil, Pakistan

ACKNOWLEDGEMENTS

In the name of Allah, the most Gracious and the most Merciful.

Alhamdulillah praises and thanks for His blessing that I am able to complete my PhD study. Peace and prayers be upon our beloved Prophet Muhammad, his families, companions and followers.

My foremost and gratitude thanks go to my supervisors, Prof. Dr. Mohd Sobri Minai and Dr. Noor Azmi Hashim for their professional guidance, continuous support, encouragement and kindness during my study journey. They have devoted their expertise and precious times in guiding me to reach up to this level. Thank you very much, all your endeavours and efforts are appreciated forever.

I also would like to thanks those who have assisted me during proposal defence, data analysis and final thesis write up. My thanks also go to everybody in UUM, including OYA, COB and SBM staff for their cooperation and supports. Additionally, I would like to express my sincere thanks to Prof. Dr. Hamzah Dato' Abdul Rahman, Associate Prof. Dr. Ali Yusob Md Zain, Associate Prof. Dr. Ismail Lebai Othman, Dr. Arfan Shehzad and Dr. Abdo Ali Abdullah Homaïd for their support and guidance.

Undeniably, it is difficult to complete this research without the assistance of surgical instruments manufacturing association of Pakistan (SIMAP). Majority members have provided assistance far beyond my expectations. I would like to express sincere thanks and gratitude to Mr. Jehangeer Baber Bajwa, who is the chairman of SIMAP for his great support and encouragement. Thanks also to the president Sialkot chamber of commerce and industry, Mr. Majid Raza Bhutta for his great support. The efforts of registered members of surgical instruments manufacturing association of Pakistan are highly appreciated.

My deep appreciation and love go to all my family members who have provided support and encouragement during my study. My love to my parents for their motivation, dedication and prayers. My respect to my brothers and sisters. My endless love to my wife for her long endurance, spiritual supports and also to my daughter Alyanah Saqlain (Sher Khan). May Allah bless us all the time.

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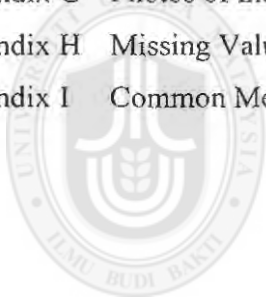
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LIST OF ABBREVIATIONS

ECs	Entrepreneurial Competencies
DCs	Dynamic Capabilities
SFP	Small Firm Performance
RBV	Resource Base View
DCV	Dynamic Capabilities View
SMEDA	Small and Medium Development Authority of Pakistan
SMEs	Small and Medium Enterprises
SBP	State Bank of Pakistan
SIMAP	Surgical Instruments Manufacturers Association of Pakistan
SCCI	Sialkot Chamber of Commerce and Industry
GDP	Gross Domestic Product
PBS	Pakistan Bureau of Statistics
EU	European Union
SPSS	Statistical Package for Social Sciences
PLS	Partial Least Square
PLS-SEM	Partial Least Square Structural Equation Modeling
AVE	Average Variance Extracted
CMV	Common Method Variance
HTMT	Heterotrait-Monotrait Ratio
R ²	Coefficient of Determination
F ²	Denotes Effect Size
Q ²	Predictive Relevance

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

In SMEs, the small businesses, being the most dynamic firms, are considered as the most important catalysts to the economies worldwide. The small firms are recognized as the backbone of the nation economy (Raza, Minai & Hashim, 2018; Njoku, Ihugba & Odii, 2014). Most of the researchers argue that the small businesses with rapid growth can create more employment and contribute significantly towards the economy (Pati, Nandakumar, Ghobadian, Ireland & O'Regan, 2018; Hossain, Ibrahim & Uddin, 2016). It can be said that the small and medium enterprises (SMEs) have been given a lot of attention in the recent entrepreneurship researches due to their vital contributions to the economy of every country (Tehseen & Ramayah, 2015). Hafeez (2014) highlighted that the SMEs are the pillars of the economic performance in the developed as well as in the developing countries.

Globally, small businesses are regarded as the engine of economic growth, as they play an important role in poverty alleviation through job creation and as a breeding ground for entrepreneurs (Shamsuddin, Sarkawi, Jaafar & Abd Rahim, 2017; Jabeen, 2014; Jasra, Khan, Hunjra, Rehman & Azam, 2011). The most of the countries rely largely on the performance of the SMEs for the uplift and growth of their economy (Carter & Tamayo, 2017). On average, in the developed economies (high income countries), overall the SMEs contributes 55% and 65% to gross domestic product (GDP) and employment, respectively. In the developing countries (middle income countries), the SMEs on the average contribute 70% to GDP and 95% to total employment. Similarly,

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Appendix A

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Research Questionnaire



Survey of Small Firms of Surgical Instruments Manufacturing Sector in Pakistan

Dear Sir/Madam,

My name is Saqlain Raza, a PhD candidate of College of Business, Universiti Utara Malaysia. My research interest relates to the small firm of the surgical instrument manufacturing sector in Pakistan. This study aims to reveal the commitment of small firms in enhancing their Performance. I would be very grateful if you could spend some of your precious time to complete the following questionnaire.

The Questionnaire contains 4 sections A, B, C and D. It should take about 20-30 minutes to complete the survey. **Your answers will be kept anonymous and strictly confidential.** The information will not be disclosed as part of ethical protocols of the Universiti Utara Malaysia. Should you need any further assistance while filling in the questionnaire, please do not hesitate to contact me on mobile phone: +92-333-6153493 or email to: saqlainraza1983@hotmail.com.

Yours sincerely,

Saqlain Raza
Doctoral Research Scholar
E-mail:saqlainraza1983@hotmail.com
Phone: +92-333-6153494

Prof. Dr. Mohd Sobri B Minai
Academic Supervisor
E-mail:msminai@uum.edu.my

Questionnaire

Section A: Demographic Characteristics of the respondents

Below are the statements that describe you and your firm, kindly tick for the appropriate answer.

1. Age (a) 21-30 (b) 31-40 (c) 41-50 (d) 51-60 (e) 61 and above
2. Marital Status (a) Single (b) Married (c) Separated
3. Your Position: (a) Owner/Manager (b) Manager (c) Others-----
4. Your Education: (a) HSSC/Matric (b) Diploma (d) Degree/Graduate
(e) Postgraduate/Master (f) Other-----
5. Age of your firm: (a) < 1 years (b) 1-5 years (c) 6-10 years (d) 11-15 years
(e) 16- Above
6. Number of Employees: (a) 01- 09 (b) 10-35 (c) Above 35
7. Are you member of any association?
(a) Surgical Instruments Manufacturer Association of Pakistan (SIMAP)
(b) Sialkot Chamber of Commerce and Industry (SCCI)
(c) Both
8. How active are you as a member of the association?
(a) Not active (b) Moderately active (c) Active (d) Very active
9. Are you
(a) Founder of business (b) Inherited business
10. What is your experience?
(a) Less than one year (b) 01-03 years (c) 04-06 years
(d) 07-09 years (e) Above 09 years

11. How much the percentage of the share you have in the firm?

- (a) Less than 25% (b) 25%-50% (c) 51%-75% (d) Above 75%

Section B: Entrepreneurial Competencies

The following statements indicate the entrepreneurial competencies that may be required to run a successful business. As a business owner/manager, rate the level of importance you would attach to the following competencies.

Please use the following scale to indicate your answer to each statement as the following:

Very Unimportant	Unimportant	Neutral	Important	Very Important
1	2	3	4	5

Section: B1						
Strategic Competency						
Strategic competency is related to creating, assessing and implementing strategies for the firm.						
1	Identify long term issues, problems or opportunities.	1	2	3	4	5
2	Be aware of the projected directions of the industry and how changes might impact the firm.	1	2	3	4	5
3	Priorities work in alignment with business goals.	1	2	3	4	5
4	Redesign my business to better meet long term objectives and changes.	1	2	3	4	5
5	Align current actions with strategic goals.	1	2	3	4	5
6	Assess and link short term, day to day tasks in the context of long term direction.	1	2	3	4	5
7	Monitor progress toward strategic goals.	1	2	3	4	5
8	Evaluate results against strategic goals.	1	2	3	4	5
9	Determine strategic actions by weighing costs and benefits.	1	2	3	4	5
10	Conduct research before proceeding with an investment.	1	2	3	4	5
11	Forecast trends and changes in the industry.	1	2	3	4	5
12	Create a competitive edge to compete effectively.	1	2	3	4	5
13	Design strategy to prepare for the "worst scenario".	1	2	3	4	5

Please use the following scale to indicate your answer to each statement as the following:

Very Unimportant	Unimportant	Neutral	Important	Very Important
1	2	3	4	5

Section: B2						
Commitment Competency						
Commitment competency is referred to as the high motivation to compete, commit to goals, drive and dedication, restart after failure and commit to long term goals.						
1	Dedicate to make the business work.	1	2	3	4	5
2	Refuse to let the business fail.	1	2	3	4	5
3	Have an extremely strong internal drive.	1	2	3	4	5
4	Commit to long term business goals.	1	2	3	4	5
5	Be committed to producing quality products.	1	2	3	4	5

Section: B3						
Conceptual Competency						
Conceptual competency refers to the competency such as think analytically, be innovative, timely decision making, reduce risk, and be creative.						
1	Understand the broader implications of issues and observations.	1	2	3	4	5
2	Translate ideas and observations into the business context.	1	2	3	4	5
3	Take reasonable job-related risks.	1	2	3	4	5
4	Monitor progress toward objectives in risky actions.	1	2	3	4	5
5	Look at problems in new ways.	1	2	3	4	5
6	Explore new ideas.	1	2	3	4	5
7	Treat new problems as opportunities.	1	2	3	4	5
8	Innovate and do things differently.	1	2	3	4	5
9	Be proactive and responsive to changes.	1	2	3	4	5
10	Find ways to commercialize ideas.	1	2	3	4	5
11	Be spontaneous and quick in making decision.	1	2	3	4	5

Please use the following scale to indicate your answer to each statement as the following:

Very Unimportant	Unimportant	Neutral	Important	Very Important
1	2	3	4	5

Section: B4

Opportunity Competency

Opportunity competency is about recognizing and capturing the opportunity in the business environment and identify customers need.

1	Identify goods that the customer wants.	1	2	3	4	5
2	Perceive unmet consumer needs.	1	2	3	4	5
3	Actively look for products that provide real benefit to customers.	1	2	3	4	5
4	Seize high quality business opportunities.	1	2	3	4	5
5	Take a concept and make something out of it.	1	2	3	4	5
6	Scan the environment to look for opportunities.	1	2	3	4	5

Section: B5

Organizing and Leading Competency

These competencies relate to plan, schedule work, develop programs and lead, direct, motivate individuals.

1	Plan the operations of the business.	1	2	3	4	5
2	Plan the organization of different resources.	1	2	3	4	5
3	Keep the organization running smoothly.	1	2	3	4	5
4	Organize resources.	1	2	3	4	5
5	Coordinate tasks.	1	2	3	4	5
6	Supervise subordinates.	1	2	3	4	5
7	Lead subordinates.	1	2	3	4	5
8	Organize people.	1	2	3	4	5
9	Motivate people.	1	2	3	4	5
10	Delegate effectively.	1	2	3	4	5
11	Get the right people on board.	1	2	3	4	5
12	Energize team to work towards the goal.	1	2	3	4	5
13	Build an entrepreneurial culture in which staff is willing to take risks.	1	2	3	4	5

Please use the following scale to indicate your answer to each statement as the following:

Very Unimportant	Unimportant	Neutral	Important	Very Important
1	2	3	4	5

Section: B6

Relationship Competency

Relationship competency refers to the development of good interpersonal relationships with different business players and influencing and gaining support from others.

1	Develop long-term trusting relationships with others.	1	2	3	4	5
2	Negotiate with others.	1	2	3	4	5
3	Interact with others.	1	2	3	4	5
4	Maintain a personal network of work contacts.	1	2	3	4	5
5	Communicate with others effectively.	1	2	3	4	5
6	Select the right people for advice.	1	2	3	4	5
7	Create a positive working climate through discussion and problem sharing.	1	2	3	4	5

Section: B7

Learning Competency

Learning competency is about to learn proactively and enhance, upgrade the knowledge regarding business market.

1	Learn from a variety of means.	1	2	3	4	5
2	Learn proactively.	1	2	3	4	5
3	Learn as much as I can in my field.	1	2	3	4	5
4	Keep up to date in my field.	1	2	3	4	5
5	Apply learned skills and knowledge to actual practices.	1	2	3	4	5
6	Learn the 'ins' and 'outs' of the industry.	1	2	3	4	5

Please use the following scale to indicate your answer to each statement as the following:

Very Unimportant	Unimportant	Neutral	Important	Very Important
1	2	3	4	5

Section: B8

Personal Competency

Personal competency refers to motivating own self to perform highly, respond to constructive criticism, to manage own career development, to maintain a higher level of energy and recognizing the strengths and weaknesses and then match them with threats and opportunities.

1	Maintain a high level of energy.	1	2	3	4	5
2	Motivate self to function at an optimum level of performance.	1	2	3	4	5
3	Respond to constructive criticism.	1	2	3	4	5
4	Maintain a positive attitude.	1	2	3	4	5
5	Prioritize tasks to manage my time.	1	2	3	4	5
6	Identify my strengths and weaknesses and match them with opportunities and threats.	1	2	3	4	5
7	Manage my own career development.	1	2	3	4	5
8	Recognize and work on my own shortcomings.	1	2	3	4	5
9	Be physically and emotionally tough.	1	2	3	4	5

Section: B9

Technical Competency

Technical competency is about technical skill which includes knowledge of instruments, techniques and functioning of tools and machines.

1	Possess expertise in technical or functional areas.	1	2	3	4	5
2	Use specific techniques/tools relevant to business.	1	2	3	4	5
3	Have good basic knowledge in my business area.	1	2	3	4	5
4	Utilize technical knowledge relevant to the business.	1	2	3	4	5

Please use the following scale to indicate your answer to each statement as the following:

Very Unimportant	Unimportant	Neutral	Important	Very Important
1	2	3	4	5

Section: B10

Ethical Competency

Ethical competency relates to morality and integrity in the business deals, be responsible for own practices and provide products at reasonable prices.

1	Keep promises	1	2	3	4	5
2	Admit mistakes and tell the truth	1	2	3	4	5
3	Engage in fair, open, and honest marketing practices	1	2	3	4	5
4	Be honest and transparent in business dealings	1	2	3	4	5
5	Be committed to offering products at fair prices	1	2	3	4	5
6	Take responsibility and be accountable for own actions	1	2	3	4	5

Section: B11

Familism Competency

Familism competency is about the relationships within family and/or between other members are managed by such social norms. Advice from family members and seek help from trusted employees are regarded as essential elements.

1	Cultivate an entrepreneurial culture in my family.	1	2	3	4	5
2	Cooperate with and help others (especially close associates) in business.	1	2	3	4	5
3	Identify and seek help from employees I trust.	1	2	3	4	5
4	Build a foundation for the next generation to continue the business.	1	2	3	4	5
5	Get support and advice from family and close associates.	1	2	3	4	5
6	Share knowledge and resources with others (especially close associates)	1	2	3	4	5

Please use the following scale to indicate your answer to each statement as the following:

Very Unimportant	Unimportant	Neutral	Important	Very Important
1	2	3	4	5

Section: B12						
Social Responsibility Competency						
Social responsibility competency is referred to as the positive activities towards the public, employees and customers.						
1	Forge relationship with charitable organizations.	1	2	3	4	5
2	Engage voluntarily in community activities.	1	2	3	4	5
3	Show concern for the staff welfare.	1	2	3	4	5
4	Create job opportunities within the local community.	1	2	3	4	5



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Section C: Dynamic Capabilities

Below are the statements that describe how your firm generated and used sensing, learning, integrating, alliance management, reconfiguration and coordinating capabilities for the past three years.

Please use the following scale to indicate your level of agreement or disagreement with each statement as follows:

Strongly disagree	disagree	Neutral	agree	Strongly agree
1	2	3	4	5

Section: C1						
Sensing Capability						
Sensing capability is about to explore, search and scan the business environment.						
1	We frequently scan the environment to identify new business opportunities.	1	2	3	4	5
2	We periodically review the likely effect of changes in our business environment on customers.	1	2	3	4	5
3	We often review our product development efforts to ensure they are in line with what customers want.	1	2	3	4	5
4	We spend a great deal of time implementing ideas for new product and improving our existing product.	1	2	3	4	5

Section: C2						
Learning Capability						
Learning capability is about to remodel the existing operational capabilities with new knowledge.						
1	We have effective routines to identify, to value and to import new information and knowledge.	1	2	3	4	5
2	We have appropriate routines to assimilate new information and knowledge.	1	2	3	4	5
3	We are effective in transforming existing information into new knowledge.	1	2	3	4	5
4	We are effective in utilizing knowledge in new product.	1	2	3	4	5
5	We are effective in developing new knowledge that has the potential to influence product development.	1	2	3	4	5

Please use the following scale to indicate your level of agreement or disagreement with each statement as follows:

Strongly disagree	disagree	Neutral	agree	Strongly agree
1	2	3	4	5

Section: C3

Integrating Capability

Integrating capability to combine individual knowledge into the new operational capability.

1	Our Employees' individual contributions are channeled through their work group.	1	2	3	4	5
2	Members of our firm have a global understanding of each other's tasks and responsibilities.	1	2	3	4	5
3	We are fully aware of who in the firm has specialized skills and knowledge relevant to our work.	1	2	3	4	5
4	We carefully interrelate actions between members of the firm to face changing conditions.	1	2	3	4	5
5	Members of the our firm manage to successfully interconnect their activities.	1	2	3	4	5

Section: C4

Alliance Management Capability

Alliance management capability is about to effectively manage multiple alliances. Alliances experience identify new avenues.

1	Actively monitor the business environment to identify partnering opportunities procedure.	1	2	3	4	5
2	Actively monitor the business environment to identify partnering opportunities	1	2	3	4	5
3	Regularly gather information about prospective partners from various forums (e.g. trade-shows, industry conventions, databases, publications, internet etc.)	1	2	3	4	5
4	Alert to market developments that create potential alliance opportunities.	1	2	3	4	5
5	Activities across different alliances are well-coordinated	1	2	3	4	5
6	Systematic coordination of organizational strategies across different alliances.	1	2	3	4	5
7	Specific processes to systematically transfer knowledge across alliance partners.	1	2	3	4	5
8	Periodic reviews of its alliances to understand what it is doing right and where it is going wrong.	1	2	3	4	5
9	Periodically collect and analyze field experiences from its alliances.	1	2	3	4	5

Please use the following scale to indicate your level of agreement or disagreement with each statement as follows:

Strongly disagree	disagree	Neutral	agree	Strongly agree
1	2	3	4	5

Section: C5						
Reconfiguration Capability						
Reconfiguration capability is about transformation and recombination of the prevailing resources that empower the firm to adjust the changing market situations.						
1	Clear human resource re-allocation procedure.	1	2	3	4	5
2	Fast organizational response to market changes.	1	2	3	4	5
3	Fast organizational response to competitor's actions.	1	2	3	4	5
4	Efficient and effective communication with cooperative organization.	1	2	3	4	5

Section: C6						
Coordinating Capability						
Coordinating capability to coordinate, implement and deploy the resources, activities and tasks in the new (reconfigured) operational capabilities.						
1	We ensure that the output of each employee's work is synchronized with that of the rest of the group.	1	2	3	4	5
2	We ensure appropriate allocation of resources (e.g., information, time, reports).	1	2	3	4	5
3	Our Employees are assigned to tasks commensurate with their relevant knowledge and skills.	1	2	3	4	5
4	We ensure that employees' expertise is compatible with the work processes they are assigned to.	1	2	3	4	5
5	Overall, our employees are well.	1	2	3	4	5

Section D: Small Firm Performance

Below are the statements that describe how your firm's performance using subjective measures for the past three years.

Please use the following scale to indicate your level of agreement or disagreement with each statement as follows:

Strongly disagree	Disagree	Neutral	agree	Strongly agree
1	2	3	4	5

Small Firm Performance

Small firm performance refers as the ability of the firm to achieve sales, return on investment and profitability targets as well as non-financial indicators.

1	Profit goals have been achieved.	1	2	3	4	5
2	Sales goals have been achieved.	1	2	3	4	5
3	Return on Investment (ROI) goals have been achieved.	1	2	3	4	5
4	Our product (s) have a higher quality than those of our competitors.	1	2	3	4	5
5	We have a higher customer retention rate than our competitors.	1	2	3	4	5
6	We have a better reputation among major customer segments than our competitors.	1	2	3	4	5
7	We have a lower employee turnover rate than that of our competitors.	1	2	3	4	5
8	We have been more effective in new product development than our competitors.	1	2	3	4	5

Thanks for your time.



Appendix B

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پاکستان میں سرجیکل انسٹرومنٹ بنانے والی چھوٹی فرموں کے متعلق سروے

میرا نام ثقلین رضا ہے۔ میں کالج آف بزنس یونیورسٹی اتارا ملائیشیا کاپی ایجنسی ڈی کا طالب علم ہوں۔ میری تحقیق پاکستان میں سرجیکل انسٹرومنٹ بنانے والی چھوٹی فرموں کے متعلق ہے۔ اس مشق کا مقصد چھوٹے فرموں کی کارکردگی میں ترقی کا جائزہ لینا ہے۔ میں آپ کا بہشت شکر گزار ہوں گا اگر آپ اپنے قیمتی وقت کا کچھ حصہ اس سوال نامے کو مکمل کرنے میں دیں۔

یہ سوال نامہ چار حصوں پر مشتمل ہے۔ ا، ب، ج، د۔ اس سروے کو مکمل کرنے کے لئے ۲۰ سے ۳۰ منٹ درکار ہیں۔ آپ کے جوابات کو مکمل طور پر صیغہ راز میں رکھا جائے گا۔ یہ معلومات یونیورسٹی اتارا ملائیشیا کے اصول وضوابط کے تحت ظاہر نہیں کیا جائے گا۔ اگر آپ کو اس سوال نامے کو مکمل کرنے میں کوئی مددگار ہو تو آپ مجھ سے اس نمبر پر رابطہ کر سکتے ہیں۔

Universiti Utara Malaysia

آپ کا مخلص!

ثقلین رضا

ریسرچ کالر

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پروفیسر ڈاکٹر محمد سوبری بن منائی

پیروائزر

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سوال نامہ

حصہ (الف)

جواب دینے والوں کی آبادیاتی خصوصیات

مندرجہ ذیل تفصیلات آپ اور آپ کے ادارے کے متعلق ہیں، برائے مہربانی درست جواب پر نشان لگائیں۔

- ۱۔ عمر 30-21(i) 40-31(ii) 50-41(iii) 60-51(iv) 61 اور اس سے اوپر (v)
- ۲۔ ازدواجی حیثیت (i) غیر شادی شدہ (ii) شادی شدہ (iii) علیحدگی
- ۳۔ عہدہ (i) مالک/ منیجر (ii) منیجر (iii) دیگر
- ۴۔ تعلیم (i) ایچ ایس ایس سی (ii) ڈپلومہ (iii) ڈگری/ گریجویٹ (iv) پوسٹ گریجویٹ/ ماسٹر (v) دیگر
- ۵۔ ادارے کی عمر (i) ایک سال سے کم (ii) 01-05 سال (iii) 06-10 سال (iii) 11-15 سال (iv) 16 اور اس سے اوپر
- ۶۔ ملازمین کی تعداد (i) 01-09 (ii) 10-35 (iii) 35 سے اوپر
- ۷۔ کیا آپ کسی تنظیم کے رکن ہیں؟ (i) سرجیکل ایسوسی ایشن (ii) سیالکونٹ جیبر آف کامرس (iii) دونوں
- ۸۔ تنظیم کے رکن کی حیثیت سے آپ کتنے سرگرم ہیں؟ (i) سرگرم نہیں ہیں (ii) درمیانے سرگرم (iii) سرگرم ہیں (iv) بہت زیادہ سرگرم
- ۹۔ کیا آپ (i) کاروبار کے بانی ہیں (ii) وراثتی کاروبار
- ۱۰۔ آپ کا تجربہ کیا ہے؟ (i) ایک سال سے کم (ii) 01-03 سال (iii) 04-06 (iv) 07-09 (v) 9 سال سے زیادہ
- ۱۱۔ شرح فی صد کے اعتبار سے آپ کے ادارے میں کتنا حصہ ہے؟ (i) 25% سے کم (ii) 25%-50% (iii) 51%-75% (iv) 75% سے زائد

حصہ (ب)

کاروباری تنظیم کارانہ صلاحیت

مندرجہ ذیل بیانات ان کاروباری تنظیم کارانہ صلاحیتوں کی نشان دہی کرتی ہیں۔ جو کسی بھی کامیاب کاروبار کو چلانے کیلئے چاہئے۔

ایک کاروبار کے مالک کے طور پر مندرجہ ذیل صلاحیتوں کو اہمیت کے اعتبار سے درجہ بندی کریں۔

برائے مہربانی اپنے جوابات کی مندرجہ ذیل پیمانے کے مطابق نشان دہی کریں۔

بہت غیر اہم	غیر اہم	غیر جانبدار	ضروری	بہت ضروری
۱	۲	۳	۴	۵

حصہ (ب-۱) حکمت عملی کی صلاحیت
حکمت عملی کی صلاحیت سے مراد فرم کیلئے تخلیقانہ اور تجزیانہ صلاحیتوں کو نافذ کرنے کی صلاحیت، حکمت عملی کی صلاحیت کہلاتی ہے۔

۱	طویل مدتی مسائل یا مواقعوں کی نشان دہی۔	۱	۲	۳	۴	۵
۲	صنعت میں پیش آنے والی سمتوں سے ہوشیار رہنا اور تبدیلیاں کس طرح فرم پر اثر انداز ہو سکتی ہیں۔	۱	۲	۳	۴	۵
۳	ترجیحات کام اور کاروبار کے مقاصد کا یک سمت ہونا۔	۱	۲	۳	۴	۵
۴	طویل مدتی میں آنے والی تبدیلیوں اور کاروباری مقاصد کیلئے میرے کاروبار کاری ڈیزائن۔	۱	۲	۳	۴	۵
۵	موجودہ اعمال کے ساتھ حکمت عملی نہ مقاصد سیدھے کریں۔	۱	۲	۳	۴	۵

۶	روزمرہ کے قلیل مدتی کاموں کا جائزہ لیں اور لنک کریں طویل مدتی سمت کے تناظر میں۔	۱	۲	۳	۴	۵
۷	حکمت عملی نہ مقاصد کی طرف پیش رفت کی نگرانی۔	۱	۲	۳	۴	۵
۸	حکمت عملی نہ مقاصد کے مقابلے میں نتائج کا جائزہ۔	۱	۲	۳	۴	۵
۹	لاگت اور توازن کا جائزہ لیتے ہوئے حکمت عملی نہ کارروائیوں کا تعین۔	۱	۲	۳	۴	۵
۱۰	کسی بھی سرمایہ کاری کے ساتھ آگے بڑھنے سے پہلے تحقیق کریں۔	۱	۲	۳	۴	۵
۱۱	صنعت میں آنے والے رجحانات اور تبدیلیوں کی جانچ گوئی۔	۱	۲	۳	۴	۵
۱۲	موثر طریقے سے مقابلہ کرنے کیلئے مسابقتی برتری پیدا کریں۔	۱	۲	۳	۴	۵
۱۳	بدترین منظر نامے سے نمٹنے کیلئے حکمت عملی ڈیزائن کریں۔	۱	۲	۳	۴	۵



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برائے مہربانی اپنے جوابات کی مندرجہ ذیل پیمانے کے مطابق نشان دہی کریں۔

بہت غیر اہم ۱	غیر اہم ۲	غیر جانبدار ۳	ضروری ۴	بہت ضروری ۵
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حصہ (ب-ii) عزم صلاحیت۔
عزم صلاحیت سے مراد کام پایہ تکمیل تک پہنچانے کا اعلیٰ عزم، اہداف پورے کرنے کا عہد، ڈرائیو اور لگن ناکامی کے بعد دوبارہ شروع کرنا اور طویل مدتی مقاصد کو حاصل کرنے کا عزم۔

۱	۱	۲	۳	۴	۵	۱	کاروبار کو کامیاب بنانے کی لگن۔
۲	۱	۲	۳	۴	۵	۲	کاروبار کو ناکام نہ ہونے دینا۔
۳	۱	۲	۳	۴	۵	۳	بہت مضبوط اندرونی لگن ہونا۔
۴	۱	۲	۳	۴	۵	۴	طویل مدتی کاروباری مقاصد کو حاصل کرنے کا عزم۔
۵	۱	۲	۳	۴	۵	۵	مصنوعات کی معیاری پیداوار کیلئے پر عزم ہونا۔

برائے مہربانی اپنے جوابات کی مندرجہ ذیل پیمائش کے مطابق نشان دہی کریں۔

بہت غیر اہم	غیر اہم	غیر جانبدار	ضروری	بہت ضروری
۱	۲	۳	۴	۵

حصہ (ب- iii) تصوراتی صلاحیت۔

تصوراتی صلاحیت سے مراد ہے تجزیاتی سوچ، جدت پسندی، بروقت فیصلہ سازی، خطرات کو کم کرنا اور تخلیقی ہونا۔

۱	۱	۲	۳	۴	۵	مسائل اور مشاہدوں کے وسیع تر اثرات کو سمجھنا۔
۲	۱	۲	۳	۴	۵	خیالات اور مشاہدوں کا کاروباری تناظر میں تبدیل کرنا۔
۳	۱	۲	۳	۴	۵	ملازمت سے متعلق معقول خطرات مول لینا۔
۴	۱	۲	۳	۴	۵	پرخطر کاموں میں اہداف کی طرف پیش رفت کی نگرانی۔
۵	۱	۲	۳	۴	۵	نئے طریقوں سے مسائل پر نظر ڈالنا۔
۶	۱	۲	۳	۴	۵	نئے خیالات کو دریافت کرنا۔
۷	۱	۲	۳	۴	۵	نئے مسائل کو مواقع سمجھنا۔
۸	۱	۲	۳	۴	۵	جدت پسندی اور چیزوں کو نئے انداز میں کرنا۔
۹	۱	۲	۳	۴	۵	فعال ہونا اور تبدیلیوں پر فوری اور مثبت رد عمل۔
۱۰	۱	۲	۳	۴	۵	تصورات کو کمزور بنانے کیلئے طریقے تلاش کرنا۔
۱۱	۱	۲	۳	۴	۵	اچانک اور فوری فیصلہ سازی۔

برائے مہربانی اپنے جوابات کی مندرجہ ذیل پیمانے کے مطابق نشان دہی کریں۔

بہت غیر اہم ۱	غیر اہم ۲	غیر جانبدار ۳	ضروری ۴	بہت ضروری ۵
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حصہ (ب-iv) مواقع کی صلاحیت
مواقع کی صلاحیت سے مراد کاروباری ماحول میں مواقعوں کو جانچنا اور گاہکوں کی ضروریات کی شناخت۔

۱	۱	۲	۳	۴	۵	۱	گاہکوں کی ضروریات کے مطابق اشیاء اور سہولیات کی نشان دہی۔
۲	۱	۲	۳	۴	۵	۲	گاہکوں کی ادھوری ضروریات کا اندازہ۔
۳	۱	۲	۳	۴	۵	۳	فعال طور پر ان مصنوعات اور سہولیات پر نظر جو گاہکوں کو صحیح نفع دیں۔
۴	۱	۲	۳	۴	۵	۴	اعلیٰ معیار کے کاروباری مواقعوں سے فائدہ اٹھانا۔
۵	۱	۲	۳	۴	۵	۵	ایک تصور کو لینا اور اس سے ٹھوس بنیاد بنانا۔
۶	۱	۲	۳	۴	۵	۶	مواقعوں کی تلاش کیلئے ماحول کا جائزہ لینا۔

برائے مہربانی اپنے جوابات کی مندرجہ ذیل پیمانے کے مطابق نشان دہی کریں۔

بہت غیر اہم ۱	غیر اہم ۲	غیر جانبدار ۳	ضروری ۴	بہت ضروری ۵
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حصہ (ب-۷) منظمانہ اور قیادانہ صلاحیت
منظم ہونا اور قیادت کی صلاحیت سے مراد منصوبہ بندی کرنا، کام کو منظم ترتیب دینا، پروگراموں کی ترقی اور افراد کی قیادت، ہدایت اور حوصلہ افزائی ہے۔

۱	افراد کی قیادت، ہدایت اور حوصلہ افزائی۔	۱	۲	۳	۴	۵
۲	مختلف وسائل سے تنظیم کی منصوبہ بندی۔	۱	۲	۳	۴	۵
۳	بغیر کسی رکاوٹ کے تنظیم کے کام کو چلانا۔	۱	۲	۳	۴	۵
۴	وسائل منظم کرنا۔	۱	۲	۳	۴	۵
۵	کاموں کو ہم آہنگ کرنا۔	۱	۲	۳	۴	۵
۶	ماتحتوں کی نگرانی۔	۱	۲	۳	۴	۵
۷	ماتحتوں کی قیادت۔	۱	۲	۳	۴	۵
۸	لوگوں کو منظم کرنا۔	۱	۲	۳	۴	۵
۹	لوگوں کی حوصلہ افزائی کرنا۔	۱	۲	۳	۴	۵
۱۰	موثر طریقے سے نمائندگی کرنا۔	۱	۲	۳	۴	۵
۱۱	صحیح افراد کی سہولیت۔	۱	۲	۳	۴	۵
۱۲	مقصد کے حصول کیلئے ٹیم کی حوصلہ افزائی کریں۔	۱	۲	۳	۴	۵
۱۳	ایسا کاروباری تنظیم کاراندہ ماحول قائم کیا جائے جس میں عملہ خطرات لینے کیلئے تیار ہو۔	۱	۲	۳	۴	۵

برائے مہربانی اپنے جوابات کی مندرجہ ذیل پیمانے کے مطابق نشان دہی کریں۔

بہت غیر اہم ۱	غیر اہم ۲	غیر جانبدار ۳	ضروری ۴	بہت ضروری ۵
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حصہ (ب۔vi) تعلق بنانے کی صلاحیت
تعلق بنانے کی صلاحیت سے مراد ہے مختلف کاروباری ساتھیوں کے باہمی تعلق کا بڑھاؤ انہیں متاثر کرنا اور دوسروں کی حمایت حاصل کرنا۔

۱	۱	۲	۳	۴	۵	دوسروں کے ساتھ طویل مدتی تعلقات کو بڑھانا۔
۲	۱	۲	۳	۴	۵	دوسروں کے ساتھ گفت و شنید کریں۔
۳	۱	۲	۳	۴	۵	موثر طریقے سے دوسروں سے رابطہ۔
۴	۱	۲	۳	۴	۵	کام کے رابطوں کی کیلئے ذاتی نیٹ ورک کو برقرار رکھنا۔
۵	۱	۲	۳	۴	۵	موثر انداز میں دوسروں سے بات چیت۔
۶	۱	۲	۳	۴	۵	مشورے کیلئے صحیح لوگوں کا تعین۔
۷	۱	۲	۳	۴	۵	بات چیت اور مسئلہ شراکت کے ذریعے کام کرنے کی ایک مثبت آب و ہوا تخلیق کی جائے۔

برائے مہربانی اپنے جوابات کی مندرجہ ذیل پیمانے کے مطابق نشان دہی کریں۔

بہت غیر اہم ۱	غیر اہم ۲	غیر جانبدار ۳	ضروری ۴	بہت ضروری ۵
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حصہ (ب-vii) سیکھنے کی صلاحیت
سیکھنے کی صلاحیت سے مراد کاروبار سے متعلق علم کو پیش قدمی سے سیکھنا، بہتر بنانا اور بڑھانا۔

۱	کئی اقسام کے ذرائع سے سیکھنا۔	۱	۲	۳	۴	۵
۲	پیش قدمی سے سیکھنا۔	۱	۲	۳	۴	۵
۳	اپنے شعبے میں زیادہ سے زیادہ سیکھنا۔	۱	۲	۳	۴	۵
۴	اپنے شعبے میں باخبر رہنا۔	۱	۲	۳	۴	۵
۵	سیکھی ہوئی مہارت اور علم کا عملی طور پر اطلاق۔	۱	۲	۳	۴	۵
۶	صنعت کے بارے میں مکمل تفصیلات سیکھنا۔	۱	۲	۳	۴	۵

برائے مہربانی اپنے جوابات کی مندرجہ ذیل پیمانے کے مطابق نشان دہی کریں۔

بہت غیر اہم	غیر اہم	غیر جانبدار	ضروری	بہت ضروری
۱	۲	۳	۴	۵

حصہ (ب۔viii) ذاتی صلاحیت
ذاتی صلاحیت سے مراد اعلیٰ کارکردگی کیلئے اپنی حوصلہ افزائی، تعمیری تنقید پر مثبت رد عمل، اپنے شعبے میں ترقی کرنا، توانائی کی ایک اعلیٰ سطح برقرار رکھنا اور اپنی خوبیوں اور خامیوں کو پہچاننا اور انہیں خطرات اور مواقعوں سے موافق کرنا۔

۱	۱	۲	۳	۴	۵	۱	اعلیٰ سطح پر جوش و خروش کو قائم رکھنا۔
۲	۱	۲	۳	۴	۵	۲	اعلیٰ سطح کی کارکردگی کیلئے خود کی حوصلہ افزائی۔
۳	۱	۲	۳	۴	۵	۳	تعمیری تنقید پر مثبت رد عمل۔
۴	۱	۲	۳	۴	۵	۴	مثبت رویہ برقرار رکھنا۔
۵	۱	۲	۳	۴	۵	۵	اچھا وقت پہچاننے کیلئے کاموں کی ترجیح۔
۶	۱	۲	۳	۴	۵	۶	خطرات اور مواقعوں کی مطابقت سے اپنی خوبیوں اور خامیوں کی شناخت۔
۷	۱	۲	۳	۴	۵	۷	اپنے کیریئر میں ترقی کا انتظام کرنا۔
۸	۱	۲	۳	۴	۵	۸	اپنی خامیوں کو پہچاننا اور ان پر کام کرنا۔
۹	۱	۲	۳	۴	۵	۹	جسمانی اور جذباتی طور پر مضبوط ہونا۔

برائے مہربانی اپنے جوابات کی مندرجہ ذیل پیمانے کے مطابق نشان دہی کریں۔

بہت غیر اہم ۱	غیر اہم ۲	غیر جانبدار ۳	ضروری ۴	بہت ضروری ۵
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حصہ (ب۔ix) تکنیکی صلاحیت
تکنیکی صلاحیت سے مراد جس میں تکنیکی مہارت شامل ہو، آلات کا علم، چلانے کا طریقہ کار اور اوزاروں اور مشینوں کو چلانا۔

۱	تکنیکی یا عملی شعبے میں مہارت کا حامل ہو۔	۱	۲	۳	۴	۵
۲	کاروبار سے متعلقہ اوزاروں کے مخصوص استعمال کا طریقہ کار۔	۱	۲	۳	۴	۵
۳	اپنے کاروباری شعبے میں اچھا بنیادی علم۔	۱	۲	۳	۴	۵
۴	کاروبار سے متعلقہ تکنیکی علم کا استعمال۔	۱	۲	۳	۴	۵

برائے مہربانی اپنے جوابات کی مندرجہ ذیل پیمانے کے مطابق نشان دہی کریں۔

بہت غیر اہم ۱	غیر اہم ۲	غیر جانبدار ۳	ضروری ۴	بہت ضروری ۵
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حصہ (ب-خ) اخلاقی صلاحیت
اخلاقی صلاحیت سے مراد ہے اخلاقیات اور وقار کے ساتھ کاروباری سودے کرنا، اپنے اقدامات کی ذمہ داری خود اٹھانا اور مصنوعات کو مناسب قیمتوں پر مہیا کرنا۔

۱	۱	۲	۳	۴	۵	۱ وعدے پورے کرنا۔
۲	۱	۲	۳	۴	۵	غلطیوں کو تسلیم کرنا اور سچ بولنا۔
۳	۱	۲	۳	۴	۵	منصفانہ اور ایماندارانہ مارکیٹ کے طریقوں میں مشغولیت۔
۴	۱	۲	۳	۴	۵	کاروباری سودوں میں ایمانداری اور شفافیت۔
۵	۱	۲	۳	۴	۵	گاہکوں کیلئے مناسب قیمتوں کی فراہمی کیلئے مصروف عمل رہنا۔
۶	۱	۲	۳	۴	۵	ذمہ داری لینا اور اپنے اقدامات کی جوابدہی۔

برائے مہربانی اپنے جوابات کی مندرجہ ذیل پیمانے کے مطابق نشان دہی کریں۔

بہت غیر اہم ۱	غیر اہم ۲	غیر جانبدار ۳	ضروری ۴	بہت ضروری ۵
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حصہ (ب۔ xi) خاندانی صلاحیت
خاندانی صلاحیت سے مراد خاندان کے اندر کے تعلقات اور دیگر ممبران کے درمیان تعلقات، اس طرح کے سماجی معیار کے مطابق منظم ہوتے ہیں، خاندان کے اراکین سے مشورہ اور قابل اعتماد ملازمین سے مدد ضروری عناصر کے طور پر شمار کئے جاتے ہیں۔

۱	اپنے خاندان میں ایک کاروباری تنظیم کا راز صلاحیت کی آب و ہوا قائم کی جائے۔	۱	۲	۳	۴	۵
۲	کاروبار میں دوسروں سے تعاون اور ان کی مدد کرنا خاص طور پر قریبی ساتھیوں کی۔	۱	۲	۳	۴	۵
۳	قابل بھروسہ ملازمین کی نشان دہی پر ان سے مدد لیں۔	۱	۲	۳	۴	۵
۴	اگلی نسل کے کاروبار کو جاری رکھنے کیلئے مضبوط بنیاد رکھ کرنا۔	۱	۲	۳	۴	۵
۵	خاندان اور قریبی ساتھیوں سے مدد اور مشورہ لیں۔	۱	۲	۳	۴	۵
۶	علم اور وسائل کا دوسروں کے ساتھ تبادلہ کریں خاص طور پر قریبی ساتھیوں سے۔	۱	۲	۳	۴	۵

برائے مہربانی اپنے جوابات کی مندرجہ ذیل پیمانے کے مطابق نشان دہی کریں۔

بہت غیر اہم ۱	غیر اہم ۲	غیر جانبدار ۳	ضروری ۴	بہت ضروری ۵
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حصہ (ب۔xii) سماجی ذمہ داری کی صلاحیت
سماجی ذمہ داری سے مراد ہے عوام، ملازمین اور گاہکوں کی جانب سے مثبت سرگرمیاں کرنا ہے۔

۱	۱	۲	۳	۴	۵	۱	رفائی تنظیموں کے ساتھ تعلقات قائم کئے جائیں۔
۲	۱	۲	۳	۴	۵	۲	کیونٹی کی سرگرمیوں میں رضا کارانہ طور پر شمولیت۔
۳	۱	۲	۳	۴	۵	۳	عملے کی بہبود کیلئے فکر ظاہر کریں۔
۴	۱	۲	۳	۴	۵	۴	مقامی کیونٹی کیلئے روزگار کے مواقع پیدا کریں۔

حصہ (ج)
متحرک قابلیتیں

نیچے درج کئے گئے بیانات واضح کرتے ہیں کہ آپ کے ادارے نے کس طرح جائزے، سیکھنے، یکجا کرنے، اتحاد دوبارہ سے ترتیب دینے اور منظم کرنے کی قابلیتیں کو کس طرح بڑھایا اور استعمال کیا۔
برائے مہربانی اپنے جوابات کی مندرجہ ذیل پیمانے کے مطابق نشان دہی کریں کہ آپ کس حد تک درج ذیل بیانات سے متفق ہیں یا اختلاف رکھتے ہیں۔

بہت زیادہ متفق	متفق	غیر جانبدار	اختلاف	بہت زیادہ اختلاف
۵	۴	۳	۲	۱

حصہ (ج-۱) جائزے کی قابلیت
جائزے کی قابلیت سے مراد کاروباری ماحول کی دریافت، تحقیق اور جائزہ لینا ہے۔

۱	۱	۲	۳	۴	۵	۱	نئے کاروباری مواقعوں کیلئے ہم کثرت سے کاروباری آب و ہوا کا جائزہ لیتے ہیں۔
۲	۱	۲	۳	۴	۵	۱	ہم گاہکوں پر کاروباری فضا میں ہونے والی تبدیلیوں کے ممکنہ اثرات کا وقتاً فوقتاً جائزہ لیتے ہیں۔
۳	۱	۲	۳	۴	۵	۱	ہم اکثر اپنی مصنوعات کی ترقی کی کوششوں کا جائزہ لیتے ہیں تاکہ یہ یقینی بنایا جائے کہ وہ گاہکوں کی ضروریات سے مطابقت میں ہیں۔
۴	۱	۲	۳	۴	۵	۱	نئے مصنوعات اور موجودہ مصنوعات کو بہتر بنانے کیلئے ہم وقت کا بڑا حصہ تصورات کو عملی جامہ پہنانے کیلئے صرف کرتے ہیں۔

برائے مہربانی اپنے جوابات کی مندرجہ ذیل پیمانے کے مطابق نشان دہی کریں کہ آپ کس حد تک درج ذیل بیانات سے متفق ہیں یا اختلاف رکھتے ہیں۔

بہت زیادہ متفق ۵	متفق ۴	غیر جانبدار ۳	اختلاف ۲	بہت زیادہ اختلاف ۱
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حصہ (ج-ii) سیکھنے کی قابلیت
سیکھنے کی قابلیت سے مراد موجودہ محترمک صلاحیتوں کو نئے علم کے ساتھ دوبارہ شامل کرنا۔

۱	۱	۲	۳	۴	۵	کئی معلومات اور علم کی نشان دہی، اس کی قدر و قیمت اور اسے درآمد کرنے کیلئے ہمارے پاس مؤثر ذریعے موجود ہیں۔
۲	۱	۲	۳	۴	۵	نئی معلومات اور علوم شامل کرنے کیلئے ہمارے پاس مناسب ذرائع موجود ہیں۔
۳	۱	۲	۳	۴	۵	ہم موجودہ معلومات کو نئے علم میں تبدیل کرنے کیلئے مؤثر ہیں۔
۴	۱	۲	۳	۴	۵	ہم نئی مصنوعات کیلئے علم استعمال کرنے کیلئے مؤثر ہیں۔
۵	۱	۲	۳	۴	۵	نیا علم جو کہ مصنوعات کے فروغ پر اثر انداز ہونے کی صلاحیت رکھتا ہے کیلئے ہم مؤثر ہیں۔

برائے مہربانی اپنے جوابات کی مندرجہ ذیل پیمانے کے مطابق نشان دہی کریں کہ آپ کس حد تک درج ذیل بیانات سے متفق ہیں یا اختلاف رکھتے ہیں۔

بہت زیادہ متفق ۵	متفق ۴	غیر جانبدار ۳	اختلاف ۲	بہت زیادہ اختلاف ۱
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حصہ (ج۔ iii) یکجا کرنے کی قابلیت
یکجا کرنے کی قابلیت سے مراد انفرادی علم کی نئے قابل استعمال صلاحیت میں شمولیت ہے۔

۱	۱	۲	۳	۴	۵	ہمارے ملازمین کی انفرادی شراکت کو بذریعہ گروہی قوت ترسیل کیا جاتا ہے۔
۲	۱	۲	۳	۴	۵	ہمارے ادارے کے اراکین، ایک دوسرے کی سرگرمیوں اور ذمہ داریوں کی عالمی سطح کے مطابق سمجھ بوجھ رکھتے ہیں۔
۳	۱	۲	۳	۴	۵	ہم مکمل طور پر آگاہ ہیں کہ ہمارے ادارے میں متعلقہ کام سے متعلق کس کے پاس خصوصی مہارت ہے۔
۴	۱	۲	۳	۴	۵	ہم مشکل حالات کا سامنا کرنے کیلئے بہت احتیاط سے ادارے کے اراکین کے درمیان سرگرمیوں کو جوڑتے ہیں۔
۵	۱	۲	۳	۴	۵	ہماری فرم کے اراکین کامیابی کے ساتھ اپنی سرگرمیوں کو باہم جوڑے رکھتے ہیں۔

برائے مہربانی اپنے جوابات کی مندرجہ ذیل پیمانے کے مطابق نشان دہی کریں کہ آپ کس حد تک درج ذیل بیانات سے متفق ہیں یا اختلاف رکھتے ہیں۔

بہت زیادہ متفق ۵	متفق ۴	غیر جانبدار ۳	اختلاف ۲	بہت زیادہ اختلاف ۱
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حصہ (ج-۱۷) اتحاد کے انتظام کی قابلیت
اس سے مراد موثر طریقے سے ایک سے زائد اتحادیوں کا انتظام۔ اتحادیوں کے تجربات نئی راہوں کی شناخت کرتے ہیں۔

۱	۱	۲	۳	۴	۵	۱	شراکت کے موقعوں کے طریقہ کار کی شناخت کیلئے فعال طور پر کاروباری ماحول کی نگرانی کریں۔
۲	۱	۲	۳	۴	۵	۲	شراکت کے موقعوں کیلئے فعال طور پر کاروباری ماحول کا جائزہ لیں۔
۳	۱	۲	۳	۴	۵	۳	مختلف فورمز سے ممکنہ شراکت داروں کے بارے میں باقاعدگی سے معلومات حاصل کریں مثلاً تجارتی نمائش، صنعتی اجتماع، ڈیٹا بیس، اشاعت، مطبوعات، انٹرنیٹ۔
۴	۱	۲	۳	۴	۵	۴	اتحاد کے مواقع پیدا کرنے کیلئے مارکیٹ میں ہونے والی ممکنہ پیش رفت سے چوکس رہنا۔
۵	۱	۲	۳	۴	۵	۵	مختلف اتحادیوں کے درمیان سرگرمیاں اچھی طرح سے ہم آہنگ ہیں۔
۶	۱	۲	۳	۴	۵	۶	مختلف اتحادیوں کے درمیان تنظیمی عملی کی منظم ہم آہنگی۔
۷	۱	۲	۳	۴	۵	۷	اتحادی شراکت اداروں کے درمیان منظم طریقے سے علم منتقل کرنے کے مخصوص طریقے۔
۸	۱	۲	۳	۴	۵	۸	یہ سمجھنے کیلئے کہ کہاں وہ درست ہیں اور کہاں وہ غلط جا رہے ہیں اپنے اتحادیوں کا متواتر جائزہ۔
۹	۱	۲	۳	۴	۵	۹	اپنے اتحادیوں سے متواتر طور پر عملی تجربے کو جمع کرنا اور جائزہ لینا۔

برائے مہربانی اپنے جوابات کی مندرجہ ذیل پیمانے کے مطابق نشان دہی کریں کہ آپ کس حد تک درج ذیل بیانات سے متفق ہیں یا اختلاف رکھتے ہیں۔

بہت زیادہ متفق ۵	متفق ۴	غیر جانبدار ۳	اختلاف ۲	بہت زیادہ اختلاف ۱
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حصہ (ج-۷) دوبارہ سے ترتیب دینے کی قابلیت
دوبارہ سے ترتیب دینے کی قابلیت سے مراد موجودہ وسائل کی تبدیلی اور باز ترکیب جو کہ بدلتی ہوئی مارکیٹ کی صورتحال سے مطابقت کیلئے فرم کو بااختیار بناتے ہیں۔

۱	واضح انسانی وسائل کا از سر نو تعیناتی کا طریقہ کار۔	۱	۲	۳	۴	۵
۲	مارکیٹ میں ہونے والی تبدیلیوں کا فوری تنظیمی رد عمل۔	۱	۲	۳	۴	۵
۳	حریفوں کی سرگرمیوں کا فوری تنظیمی رد عمل۔	۱	۲	۳	۴	۵
۴	تعاون کرنے والی تنظیموں کے ساتھ مؤثر رابطہ۔	۱	۲	۳	۴	۵

برائے مہربانی اپنے جوابات کی مندرجہ ذیل پیمانے کے مطابق نشان دی کریں کہ آپ کس حد تک درج ذیل بیانات سے متفق ہیں یا اختلاف رکھتے ہیں۔

بہت زیادہ متفق ۵	متفق ۴	غیر جانبدار ۳	اختلاف ۲	بہت زیادہ اختلاف ۱
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حصہ (ج-vi) ہم آہنگی پیدا کرنے کی قابلیت
اس سے مراد سرگرمیوں اور وسائل کو دوبارہ سے تشکیل دی ہوئی متحرک صلاحیتوں میں مربوط کرنا، نفاذ کرنا اور تعیناتی کرنا ہم آہنگی کی قابلیت ہے۔

۱	۱	۲	۳	۴	۵	ہم اس بات کو یقینی بناتے ہیں کہ ہر ملازم کی کارکردگی باقی گروہوں کے ملازمین سے ہم آہنگ ہو۔
۲	۱	۲	۳	۴	۵	ہم وسائل کی مخصوص تخصیص کو یقینی بناتے ہیں مثلاً معلومات، وقت، تحقیقی دستاویز/ رپورٹس۔
۳	۱	۲	۳	۴	۵	ہمارے ملازمین کو ان کے متعلقہ علم اور مہارت کے مطابق کام دیے جاتے ہیں۔
۴	۱	۲	۳	۴	۵	ہم یقینی بناتے ہیں کہ ہمارے ملازمین کی مہارت ان کو دیئے گئے کام سے مطابقت رکھتی ہو۔
۵	۱	۲	۳	۴	۵	مجموعی طور پر ہمارے ملازمین اچھے ہیں۔

حصہ (د)

چھوٹی فرموں کی کارکردگی

درج ذیل بیانات ہیں جو کہ پچھلے تین سالوں میں آپ کی فرم کی کارکردگی میں موضوعی اقدامات کیسے استعمال کیے گئے ظاہر کرتے ہیں۔

برائے مہربانی اپنے جوابات کی مندرجہ ذیل پیمانے کے مطابق نشان دہی کریں کہ آپ کس حد تک درج ذیل بیانات سے متفق ہیں یا اختلاف رکھتے ہیں۔

بہت زیادہ اختلاف	اختلاف	غیر جانبدار	متفق	بہت زیادہ متفق
۱	۲	۳	۴	۵

چھوٹی فرموں کی کارکردگی

چھوٹے فرم کی کارکردگی کا دار و مدار فروخت، سرمایہ کاری پر منافع کی شرح اور کاروباری منافع کے اہداف حاصل کرنے پر ہوتے ہیں ان مالی اہداف کے علاوہ کئی غیر مالی عوامل بھی کاروبار کی کامیابی میں اہم کردار ادا کرتے ہیں۔

۱	۱	۲	۳	۴	۵	منافع کے مقاصد کو حاصل کر لیا گیا ہے۔
۲	۱	۲	۳	۴	۵	فروخت کے اہداف حاصل کر لئے گئے ہیں۔
۳	۱	۲	۳	۴	۵	سرمایہ کاری پر منافع کے اہداف حاصل کر لئے گئے ہیں۔
۴	۱	۲	۳	۴	۵	ہماری مصنوعات کا اپنے حریفوں کے مقابلے میں اعلیٰ معیار ہے۔
۵	۱	۲	۳	۴	۵	ہماری اپنے گاہک برقرار رکھنے کی شرح اپنے حریفوں سے زیادہ ہے۔
۶	۱	۲	۳	۴	۵	بڑے اہم گاہک طبقے کے درمیان ہماری ساکھ اپنے حریفوں سے بہتر ہیں۔
۷	۱	۲	۳	۴	۵	ہمارے ملازمین کی نوکری چھوڑنے کی شرح اپنے حریفوں سے کم ہے۔
۸	۱	۲	۳	۴	۵	ہم اپنے حریفوں سے اپنی مصنوعات کی ترقی میں زیادہ مؤثر ہیں۔

آپ کا شکریہ



Appendix C

UUM

Universiti Utara Malaysia



PUSAT PENGAJIAN PENGURUSAN PERNIAGAAN (SBM)
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"MUAFAKAT KEDAH"

Reference : UUM/COB/SBM/A-3/10
Date : 08 November 2016

Saqlain Raza (900824)
School of Business Management
College of Business
Universiti Utara Malaysia

Dear Sir/Madam,

Saqlain Raza (900824)

We refer to your proposal defence presentation on 08 November 2016. Based on your presentation, the Reviewer Committee has decided that:

1. You are given the status of Pass with Minor revision.
2. Attached herewith is the feedback from the Reviewer Committee for your further action. You may now proceed with the data collection upon the approval from your supervisor.

Congratulations and we wish you all the best in pursuing your studies.

Thank you.

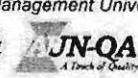
"BERKHIDMAT UNTUK NEGARA"
"ILMU BUDI BAKTI"

Yours sincerely

PROF. DR. RUSHAMI ZIEN YUSOFF
Dean
School of Business Management
UUM COB
Tel: +6049286500 | Fax: +6049286525 | E-mail: rzv278@uum.edu.my |

cc Prof. Dr. Mohd Sobri B Minal
Dr. Noor Azmi bin Hashim
(Supervisors)
Assoc. Prof. Dr. Hj. Hamzah B. Dato Abdul Rahman
Dr. Abdul Rahman b. Jaaffar
(Reviewers)

Universiti Pengurusan Terkemuka
The Eminent Management University





Appendix D

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Universiti Utara Malaysia



OTHMAN YEOP ABDULLAH
GRADUATE SCHOOL OF BUSINESS
Universiti Utara Malaysia
06010 UUM SINTOK
KEDAH DARULAMAN
MALAYSIA



Tel.: 604-928 7101/7113/7130
Faks (Fax): 604-928 7160
Laman Web (Web): www.oagbsb.uum.edu.my

"MUAFAKAT KEDAH"

UUM/OYAGSB/R-4/4/1
13 November 2016

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

LETTER OF RECOMMENDATION FOR DATA COLLECTION AND RESEARCH WORK

This is to certify that Saqlain Raza (Matric No: 900824) is a student of Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia pursuing his Doctor of Philosophy (PhD). He is conducting a research entitled "*The Mediating Effect of Dynamic Capabilities on the Relationship Between Entrepreneurial Competencies And Small Firm Performance In the Surgical Manufacturing Instruments Sector of Pakistan*" under the supervision of Prof. Dr. Mohd Sabri B Minai & Dr. Noor Azmi Bin Hashim.

In this regard, we hope that you could kindly provide assistance and cooperation for him to successfully complete the research. All the information gathered will be strictly used for academic purposes only.

Your cooperation and assistance is very much appreciated.

Thank you.

"BERKHIDMAT UNTUK NEGARA"
"ILMU, BUDI, BAKTI"

Yours faithfully,


ROZITA BINTI RAMLI
Assistant Registrar
for Dean

Othman Yeop Abdullah Graduate School of Business

c.c - Supervisor
- Student's File (900824)

Universiti Pengurusan Terkemuka
The Eminent Management University





Appendix E

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The Surgical Instruments Manufacturers Association of Pakistan

SIMAP/29/548

7th April, 2017

TO WHOM IT MAY CONCERN

1. This is to certify that Mr. Saqlain Raza, a student of Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia pursuing his Doctorate of Philosophy (PhD). He is conducting a research entitled "The Mediating Effect Of Dynamic Capabilities On The Relationship Between Entrepreneurial Competencies And Small Firm Performance In The Surgical Manufacturing Instruments Sector Of Pakistan".
2. Surgical Instrument Manufacturing Association of Pakistan (SIMAP) considers that for the gaps identification in industry and for the uplift of entrepreneurs such researches can be very advantageous. Taking this into consideration, we request you to kindly accommodate the gentleman and provide necessary cooperation, for him to successfully complete his research.
3. It is further informed that all information gathered will be strictly used for academic purposes only.

Warm Regards,


Jehangeer Babar Bajwa
Chairman



Affiliated with FPCCI



ISO 9001:2008 Certified

• Recognized By The Government of Pakistan.

Near Sublime Chowk, Marala Road, Sialkot - Pakistan. Ph: 0092-52-3554890, 3562940 Fax: 0092-52-3554217
E-mail: info@simap.org.pk URL: www.simap.org.pk



Appendix F

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THE SIALKOT CHAMBER OF COMMERCE & INDUSTRY

PSCCI 0603

24/12/17

Thursday, April 06, 2017

TO WHOM IT MAY CONCERN

1. This is to certify that **Mr. Saqlain Raza**, a student of Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia pursuing his Doctor of Philosophy (PhD). He is conducting a research entitled "**The Mediating Effect of Dynamic Capabilities on the Relationship Between Entrepreneurial Competences and Small Firm Performance In the Surgical Manufacturing Instruments sector of Pakistan**".
2. Sialkot Chamber of Commerce & Industry believes that such researches can be beneficial for the Industry and the entrepreneurs that are involved. Considering the same, we request you to kindly facilitate the gentleman and extend necessary cooperation, for him to successfully complete his research.
3. It is further informed that all information gathered will be strictly used for academic purposes only.

Thanking you,


Majid Raza Bhutta
President

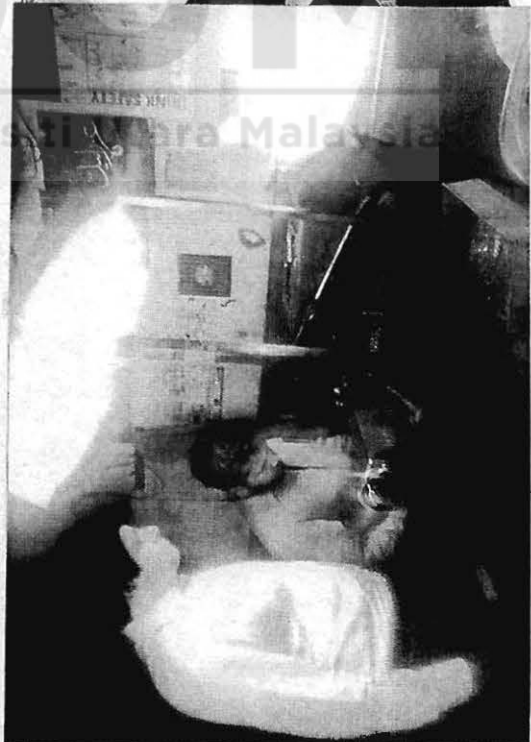


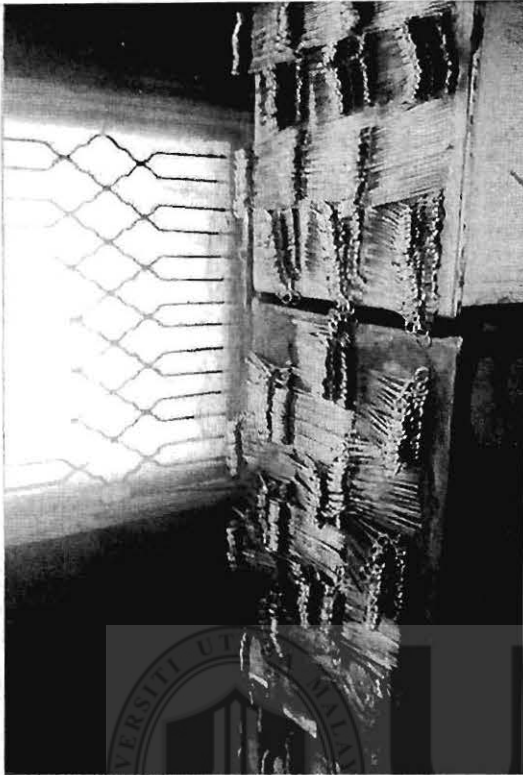
P.O.Box 1870, Shahr-ah-E-Aiwan-E-Sanat-O-Tijarat, Sialkot - 51310, Pakistan
Tele (052) 4261881 - 4261882 - 4261883, Gram: Commerce, Fax # +92-052-4268835-4267919
Website: www.scci.com.pk, E-Mail: sialkot@scci.com.pk

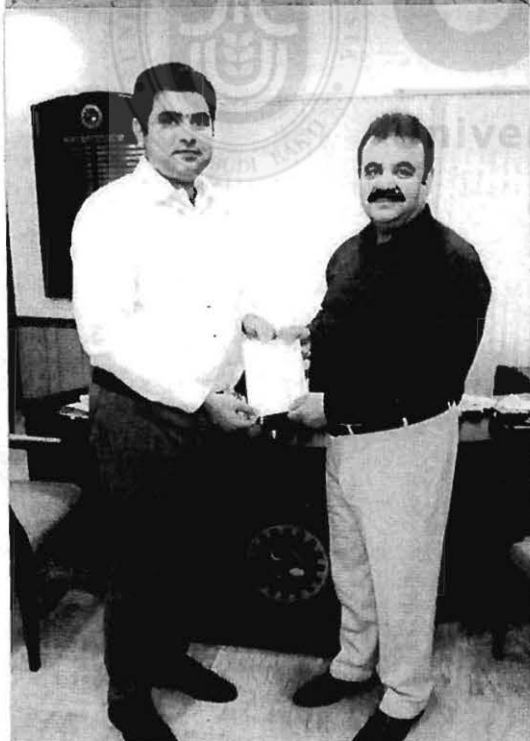
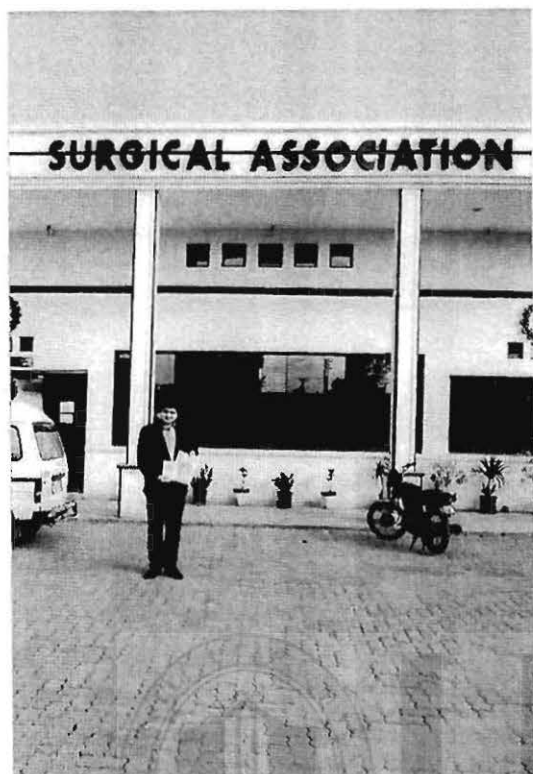


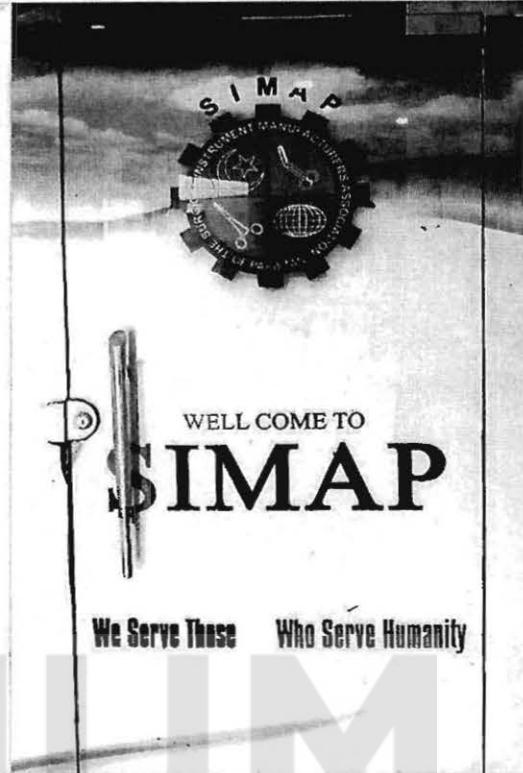


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Appendix H

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Missing Values Treatment

Result Variables

	Result Variable	N of Replaced Missing Values	Case Number of Non-Missing Values		N of Valid Cases	Creating Function
			First	Last		
1	SC3_1	1	1	300	300	SMEAN(SC3)
2	SC5_1	2	1	300	300	SMEAN(SC5)
3	CMC3_1	1	1	300	300	SMEAN(CMC3)
4	CNC4_1	1	1	300	300	SMEAN(CNC4)
5	CNC6_1	1	1	300	300	SMEAN(CNC6)
6	CNC10_1	2	1	300	300	SMEAN(CNC10)
7	OC3_1	1	1	300	300	SMEAN(OC3)
8	OLC1_1	1	1	300	300	SMEAN(OLC1)
9	OLC7_1	1	1	300	300	SMEAN(OLC7)
10	LC2_1	3	1	300	300	SMEAN(LC2)
11	PC2_1	1	1	300	300	SMEAN(PC2)
12	PC3_1	1	1	300	300	SMEAN(PC3)
13	EC6_1	1	1	300	300	SMEAN(EC6)
14	FC4_1	2	1	300	300	SMEAN(FC4)
15	SRC1_1	1	1	300	300	SMEAN(SRC1)
16	SRC4_1	4	1	300	300	SMEAN(SRC4)
17	SNC2_1	1	1	300	300	SMEAN(SNC2)
18	LNC3_1	3	1	300	300	SMEAN(LNC3)
19	IC3_1	1	1	300	300	SMEAN(IC3)
20	IC4_1	1	1	300	300	SMEAN(IC4)
21	AMC4_1	2	1	300	300	SMEAN(AMC4)
22	AMC8_1	1	1	300	300	SMEAN(AMC8)
23	CC1_1	1	1	300	300	SMEAN(CC1)



Appendix I

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Common Method Variance Result

Component	Total Variance Explained					
	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	16.524	12.711	12.711	16.524	12.711	12.711
2	10.247	7.882	20.592			
3	5.434	4.180	24.773			
4	4.863	3.740	28.513			
5	4.060	3.123	31.636			
6	3.960	3.046	34.683			
7	3.506	2.697	37.380			
8	3.188	2.453	39.832			
9	3.168	2.437	42.269			
10	3.031	2.332	44.600			
11	2.793	2.148	46.749			
12	2.644	2.034	48.782			
13	2.392	1.840	50.623			
14	2.314	1.780	52.403			
15	2.136	1.643	54.046			
16	2.024	1.557	55.603			
17	1.915	1.473	57.076			
18	1.776	1.366	58.442			
19	1.685	1.296	59.739			
20	1.642	1.263	61.001			
21	1.505	1.158	62.159			
22	1.476	1.136	63.295			
23	1.446	1.112	64.407			
24	1.391	1.070	65.477			
25	1.318	1.014	66.491			
26	1.301	1.001	67.491			
27	1.252	.963	68.454			
28	1.172	.901	69.355			
29	1.150	.885	70.240			
30	1.118	.860	71.100			
31	1.097	.844	71.944			
32	1.046	.805	72.749			
33	1.014	.780	73.529			
34	1.002	.770	74.299			
35	.980	.754	75.053			
36	.943	.725	75.778			
37	.935	.719	76.498			

38	.901	.693	77.191
39	.885	.680	77.871
40	.849	.653	78.525
41	.824	.633	79.158
42	.788	.606	79.765
43	.766	.590	80.354
44	.739	.569	80.923
45	.729	.560	81.483
46	.719	.553	82.036
47	.709	.545	82.582
48	.687	.529	83.110
49	.664	.511	83.621
50	.657	.505	84.126
51	.635	.489	84.614
52	.614	.472	85.087
53	.590	.454	85.541
54	.583	.449	85.989
55	.565	.435	86.424
56	.539	.415	86.839
57	.535	.411	87.250
58	.520	.400	87.650
59	.510	.392	88.042
60	.499	.384	88.425
61	.494	.380	88.806
62	.482	.370	89.176
63	.463	.356	89.532
64	.459	.353	89.885
65	.449	.346	90.231
66	.430	.331	90.562
67	.423	.325	90.887
68	.406	.312	91.199
69	.403	.310	91.509
70	.393	.302	91.812
71	.389	.299	92.111
72	.378	.291	92.402
73	.358	.275	92.677
74	.346	.266	92.943
75	.337	.260	93.203
76	.329	.253	93.456
77	.328	.252	93.708
78	.323	.249	93.957
79	.305	.234	94.191
80	.302	.232	94.423

81	.288	.221	94.645
82	.285	.219	94.864
83	.280	.216	95.080
84	.272	.210	95.289
85	.263	.202	95.491
86	.255	.196	95.688
87	.253	.195	95.882
88	.240	.184	96.067
89	.234	.180	96.247
90	.230	.177	96.423
91	.225	.173	96.597
92	.219	.168	96.765
93	.213	.164	96.929
94	.209	.160	97.089
95	.206	.158	97.247
96	.189	.146	97.393
97	.186	.143	97.536
98	.181	.139	97.675
99	.171	.132	97.807
100	.165	.127	97.934
101	.161	.124	98.058
102	.159	.122	98.180
103	.149	.115	98.295
104	.145	.112	98.407
105	.141	.108	98.515
106	.137	.105	98.620
107	.130	.100	98.721
108	.125	.096	98.816
109	.121	.093	98.909
110	.116	.089	98.998
111	.113	.087	99.086
112	.111	.086	99.171
113	.103	.079	99.250
114	.097	.074	99.325
115	.094	.073	99.397
116	.089	.068	99.466
117	.084	.064	99.530
118	.080	.062	99.592
119	.075	.058	99.649
120	.068	.052	99.702
121	.066	.051	99.753
122	.063	.049	99.801
123	.057	.044	99.846

124	.054	.042	99.887		
125	.045	.035	99.922		
126	.031	.024	99.946		
127	.028	.022	99.968		
128	.023	.018	99.985		
129	.011	.008	99.994		
130	.008	.006	100.000		



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